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MEMORANDUM FOR: The Director of Central Intelligence

SUBJECT: Comments on Inspector General's Survey of the Office
of the Deputy Director (Intelligence)1. General.

This survey gives in my opinion a fair and accurate description of the functions of my office and its comments and recommendations are generally constructive and acceptable to me.

The general description of my personal functions and method of discharging my responsibilities (pp 10-12) seems to philosophize rather than give an informative picture of the facts. I therefore attach hereto as Annex A a brief memorandum which I furnished the Inspector General giving a breakdown of my time. I call attention particularly to the weekly IAD luncheon meetings and my practice of visiting my Assistant directors in their offices each week for the purpose of dealing directly with such internal problems as may face them.

Every organization of any considerable size should have alternate layers of management stressing substance and administration. This has long been true in the military services and is widely practiced in private business. If every echelon is equally concerned with detailed personnel and housekeeping questions, duplication, delays and general inefficiency are the result. Thus I believe it is proper for my level largely to leave to the Agency-wide Office of Personnel on one hand and the administratively staffed Office headquarters under me the job of dealing with individual personnel problems. I do take responsibility for establishing and enforcing uniform personnel policies and practices (and in fact have pioneered with our vacancy-notice system in creating greater job opportunity and flexibility in the Agency). In addition I concern myself directly in all personnel actions involving sending people overseas and in promotions of officers of grade 11 and higher.

2. Recommendation that a full-time Assistant DD/I be appointed.

I have carefully considered this proposition during the five and one-half years I have held this assignment and believe now as before that the three-functional-assistants solution under which I operate is superior

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to having a single deputy. Since receiving the IG recommendation, I have carefully canvassed the Assistant Directors and find them unanimously and in some cases violently opposed to the interposition of a deputy between me and them.

The way matters are now the Assistant Directors and their staffs can and do receive prompt guidance and assistance from my senior staff who are capable of speaking as authoritatively for me on matters within their field of competence as would a deputy. On matters of any real policy or substantive concern to them, they rightly insist on dealing directly with me and would not be satisfied with the say-so of a deputy. It is thus extremely difficult for me to conclude that the insertion of a permanent Assistant DD/I would be other than cumbersome and superfluous.

The argument that DD/I "representation on IAC committees would be more effective if there were a full-time Assistant DD/I" is invalid because all but two IAC subcommittees with which I am concerned fall within the substantive province of a particular office and should be chaired or supported by the Assistant Director or a senior assistant therefrom. The two to which this does not apply are the Watch Committee chaired by DDCI and the Critical Collection Problems Committee chaired by me.

Assuming for a moment that one were to go along with the suggestion, the person to be selected would obviously have to be of senior status and superior ability -- the number two individual in the DD/I area. Considering the obvious fact that there would be little that could be delegated to him for final action that is not now delegated to [redacted] it is hard to see how this superior individual would be other than an underemployed messenger boy or busybody.

At any rate I believe that senior executives should be told what to do and not how to do it and that when I and my seven Assistant Directors are unanimously in favor of the present streamlined direct-access system, their views should be respected. I cannot refrain from drawing the parallel between the Inspector General's recommendation and my arguments against it and the President's Board's suggestion of an Executive Director for the Agency and your reasons for rejecting it.

3. Recommendation that the Assistant for Planning in collaboration with the Assistant for Administration press more aggressively for realism in Agency planning for the use of military reserve personnel in the event of war, and, if necessary, prepare a definitive staff study for use by the DD/I in presenting the problem to the Career Council for priority action.

Concur generally. I am working on this within my staff and through study groups in the military reserve units. It is hard, however,

to be sanguine about obtaining an early clear resolution of the matter because of the very lack of consensus as to the likely nature, length and circumstances of a future war. I am afraid we must, if we are to be at all realistic, maintain the maximum flexibility in thinking and planning for such a contingency and must remember that the prime task of the DD/I area will be to pull itself together and continue its present domestic functions after the shock of the onslaught of hostilities.

4. Recommendation that the Assistant for Planning continue to broaden the scope of emergency relocation planning to insure that in a national emergency key consumers plan to use and are capable of receiving priority intelligence support from DD/I personnel operating in the Agency relocation center.

Concur. Action is in hand and will be pressed.

6. Recommendation that the DD/I incorporate in its personnel policy of the overseas program a provision that preferential consideration in competitive personnel actions be accorded intelligence officers who have served creditably at overseas posts.

Concur in part. We have made it clear to our people that experience gained in an overseas assignment will weigh favorably in consideration of individuals for promotion, etc., but we cannot go so far as to create a preference for such individuals. The appeal of the overseas slots we have open is very great and we normally have a substantial number of promising applicants from which to choose each appointee. But it would take twenty years to give every eligible DD/I professional an opportunity to get an overseas tour; so it would be manifestly unfair to prejudice those who cannot obtain such an assignment. I have, however, in the basic DD/I Notice regarding overseas assignments made the advantages to individual and Agency very clear. See Annex B.

7. Recommendation that the DD/I together with the DD/P develop a plan for the assignment of DD/I trained and otherwise qualified personnel to fill Reports and Requirements Officers positions in DD/P components both in Headquarters and Field installations. The plan is also to provide for the assignment of R&R officers to DD/I components for on-the-job training and experience in intelligence production activities. Initially the plan may be based on an even exchange of personnel to avoid conflict with present ceiling and slotting restrictions.

Concur. This idea has been advanced by my office for some time. Initial implementation on a limited scale has been effected with EE Division and at the moment we are negotiating for a two-man exchange with FE Division. In order to expedite the program and get it under way on a comprehensive basis, I have sent a memorandum to DD/P (Annex C) proposing an over-all agreement as recommended by the Inspector General.

8. Recommendation that the purpose of the strategic intelligence aspects of the DD/I overseas program be modified to provide on-the-spot analyses of current situations by the employment of qualified Strategic Intelligence Officers in the manner described in the report and that the DD/I together with the DD/P produce for the approval of the DCI a plan to accomplish this purpose and that such plan become the basis of agreement for the overseas strategic intelligence program.

Concur in part. The activities of the Strategic Intelligence Officers are determined principally by the Chiefs of Station according to their varying needs and requirements. The SIO's are already performing analytical service, the extent of which is determined by the Chiefs of Station in light of these needs and requirements. To modify the SIO "program" at the DCI level as recommended by the Inspector General would, to my mind, tend to reduce the flexibility which the SIO's now have to serve the Chiefs of Station usefully. Furthermore, I think that the recommendation is putting the cart in front of the horse and should more properly be directed at a recommendation to modify the mission of the Chiefs of Station upon the determination that, as the Inspector General points out, (a) there are substantial inadequacies in State Department reporting and, (b) there is a need to provide substantive support to keep the Agency's senior officers fully informed on current situations. It would be my view that the Director might solicit the views of the Chiefs of Station where these conditions are thought to exist. If the Chiefs of Station concur, then an SIO might be assigned to fulfill the need. This would require no modification in the SIO "program" but rather a redirecting of the Station efforts to fulfill existing Headquarters requirements.

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Non concur. At first I was favorably struck by this recommendation but after lengthy study and consideration have decided it would not be for the best. In short I do not see how the Agency can delegate at this time its clearly undertaken responsibility for analysis of International Communism. I believe the Kissell report of 4 August 1955 remains essentially valid and that the work of SRS has filled what would otherwise be an inexcusable gap in our work and publications. I attach hereto a detailed memorandum (Annex D) prepared for me by the Chief of the Senior Research Staff in which I concur. I do not, however, believe that the time is yet ripe to merge the CI Staff's element and SRS into a separate office but believe this should be studied in connection with the survey I understand is now being made of the CI Staff and that the proposition should be very seriously considered for adoption when we move into the new building.

Meanwhile you have had occasion to be briefed extensively on the work of SRS and its plans for the immediate future. The impression I gained from our discussions with the staff was that you wanted it to go ahead and consider itself beyond the probationary stage in which it has stood for the past year and a half. You specifically charged us with making every effort to improve collaboration with the CI Staff, other DD/P elements and OCI and ONI.

I have therefore approved the continued existence of SRS and have set its T/O at a modest but adequate level of 11 -- six senior officers GS 12 to 16, including the Chief, three research assistants GS 7 to 9, and two clerk typists. The increase of five positions I am prepared to absorb against cuts distributed among my other offices. I intend to devote a generous share of my time to guiding the work of this Staff. I recommend that you approve this course of action.

10. Recommendation that (a) The Historical Intelligence Collection be transferred to the CIA Library, OCR, where it should be maintained as a separate collection; (b) The position of Advisor on CIA Historical Intelligence Collection be abolished; and (c) The personnel now engaged in the Historical Collection activity be absorbed into the CIA Library in suitable positions.

Concur in part in part (a). Non concur in parts (b) and (c). It has long been my plan to transfer the Historical Intelligence Collection to the Office of Central Reference but I do not believe it should be merged

in the Library. In part the reasons for this are based on sound managerial principles; in part they are based on evaluation of the persons concerned.

The Collection, it is agreed, should certainly be maintained as a separate collection. In virtually any major library where there are specialized collections, such collections have their own curator, advisor or other similar position. The CIA Library consultants recommended that such a position be provided for its historical collection. Mr. Pforzheimer is uniquely qualified within the Agency and very likely cannot be equalled anywhere in the country for this task. He and his assistant are fully occupied in the work of maintaining the collection and preparing valuable bibliographies related thereto; hence to absorb these people into the Library would not save jobs. It would merely downgrade the collection and present avoidable personality problems. I am confident that the Assistant Director for Central Reference can effect the necessary supervision of the collaboration that is required and existent between the CIA Librarian and the Advisor on the Historical Collection. In other words I am convinced that we should "let well enough alone."

In addition to its recommendations, the Inspector General's report makes certain errors in fact. It states that: "There is rather extensive duplication of books and documents contained in both areas (HIC and the CIA Library)." This statement is incorrect. Under the working arrangements between HIC and the Library, if there is a single copy of a book falling within the scope of HIC subject-matter, it comes to HIC. Virtually the only duplication between HIC and the CIA Library arises when a book is so important or the demand is so great that multiple copies are necessary. Under those conditions, the CIA Library may buy from one to seventy extra copies for its own shelves, branch Libraries, Training, or desk retention.

The Inspector General's report also states that: "This collection effort neither includes official Government documents nor other classified Agency material, with the possible exception of Congressional Records." The fact is that HIC does include official Government documents, such as Intelligence Manuals (both CIA and military), the Far East Command's many-volumed history of Intelligence in the Far East during World War II, and the reports of various Congressional Committees dealing with CIA and related intelligence subjects such as security. The Collection does not include the Congressional Record as such. HIC does include a small amount of CIA classified material.

11. Recommendation that (a) The DD/I transfer the T/O position now occupied by the Building Liaison Officer from the Office of Research and Reports to the Office of the DD/I; (b) The DD/I assign the Building Liaison Officer to this position and redesignate him the Assistant for Publications responsible for all publications matters. Overlapping responsibilities with the Assistant for Planning should be clarified and the Assistant for Publications should continue to carry the building liaison responsibilities as a special assignment.

Concur in (a); partially concur in (b). The position is in process of being transferred, the only delay being occasioned by the review Management is making of the revised organization of the Office of the Assistant Director for Research and Reports.

25X1 The Inspector General's report fails to make clear the distinction between substantive review of the content of intelligence publications produced by the offices under my command and the supervision of all Agency publications for matters of form, necessity, quantity of run, etc., as set forth in Agency Regulation No. [redacted]. The former is a staff function designed to assure me that the quality of intelligence scholarship going into the issuances primarily of OSI and ORR is up to standard. This has always been done for me by my general assistant [redacted] who possesses the professional qualifications for the task. [redacted] who has many admirable qualities, is not suited for this task.

25X1 The second Agency-wide job is being well handled for me by Mr. [redacted] and he will continue to be assigned to it. Substantive quality and editorial excellence are specifically excluded from the topics the Agency Board is supposed to concern itself with under Agency Regulation No. [redacted]

SIGNED

ROBERT AMORY, JR.
Deputy Director (Intelligence)